

Showcase of Excellence

Building Winning Interdisciplinary Lean Teams

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Business
Growth

Process
Optimization

Information
Technology

Project & Interim
Management

Session Outline

Welcome and Introductions

Learning Objectives

Process Optimization Roadmap – 3 Organizational Phases

Stimulating Change

Implementing Change

Sustaining The Gain

Qualifications



Trent Ritzenthaler

- Over 15 years of experience in the healthcare
- Managed inter-disciplinary teams in business process transformation efforts across healthcare entities, departments and units
- President and Managing Partner of Ascendium Consulting (formerly Healthcare Solutions from Roche Diagnostics)

Anne Daley, MT, MS, DLM, CMQOE, CLC

- Over 20 years of experience in the healthcare
- Combine executive coaching, organizational change leadership and business process optimization to bring about tangible improvements to clients
- Hospital operations background over laboratory, pharmacy, radiology, clinics and commercial outreach
- Certified Laboratory Consultant (AMT) and Lean Six Sigma Practitioner

Ascendium Consulting

- Specialized Consultants, Trainers and Lean Six Sigma Green Belt and Black Belt Practitioners
- Average of 20 years industry experience
- Representative professional certifications across the team include:
 - DLM, MT, MBA, MHSA, PMP, CLSSBB
- Proven track record across healthcare:
 - IHNs, Specialty Hospitals, National Reference & Hospital-based Labs, Renal & Blood Centers, Organ Donor Centers, Academic Medical Centers, Life Sciences and Clinical Research Organizations
- Customized consulting services focusing on strategy, people, process, technology and space.

Key Learning Objectives



1. Develop an understanding of how organizations apply Lean, Six Sigma and other process optimization tools to non-traditional key initiatives, utilizing an interdisciplinary team approach.
2. Learn from case studies on how solutions and lessons learned from one initiative can be applied to another, related or unrelated.
3. Develop strategies on how to highlight improvement efforts across an organization, bringing recognition to the individuals or teams, and how to create momentum for the next initiative.

Process Optimization

Three Main Organizational Phases

Process Optimization

Methodology using tools and concepts that assists an organization in identifying, prioritizing, planning, managing and maximizing process improvement outcomes.



Execute

- Process and Value Stream Mapping
- Opportunity Pipeline Development
- Operational Assessment

- ProcessExpressSM
- Operational Improvement
- Spatial Design/Redesign
- Activity Based Costing

- Dashboard and Scorecard Management and Monitoring
- Internal & External Metric Based Benchmarking

Train

- Change Leadership
- Lean Six Sigma (LSS) Executive and General Training
- LSS Champion Training

- Lean Training
- LSS Yellow Belt, Green Belt and Black Belt Training
- Facilitation Training
- Project Management Fundamentals

- LSS "Belt" Certification
- Dashboard and Scorecard Development
- Ongoing Practitioner Coaching and Mentoring

Stimulating Change

Preparing the Organization

Primary Tools

- Process / Value Stream Mapping
- Operational Assessment / Audit
- Pipeline Development
- Project Charter
- Interdisciplinary Teams

Implementing Change

Case Studies: Showcasing Excellence

Plan Your Work, Work Your Plan

- ProcessExpressSM/ Kaizen Events / Rapid Improvement Teams
- Brainstorming
- Project Management
 - Work Plan
 - Assigned Accountabilities
 - Timeline Tracked
 - ROI Tracked

Case Study – Cost Reduction / Revenue Increase

Organization: Baystate Health / Baystate Reference Laboratories

Project: Send Out Test Optimization

Goal:

Reduce sent out testing operating expense margin by 10% or \$440,000

Outcomes (as of 9/1/08):

Project team is in the middle of implementation phase (DMAIC), so far has achieved a 4% expense reduction or \$165,000 with the following key contributing solutions:

- Changed CPT coding on 37 tests; \$38,000 increase to revenue
- Reviewed reference lab billing fees, discrepancies resulted in \$60,000 credits
- Renegotiated reference lab hot lists and pricing, to result in \$68,000 annual savings

Sustaining the Gain

Adding Fuel to the Fire

Fuel to Keep the Fire Burning

- Strategic Planning / Directions
- Performance Tracking:
 - Dashboard
 - Scorecard
 - Benchmarking
- Organization Wide Recognition

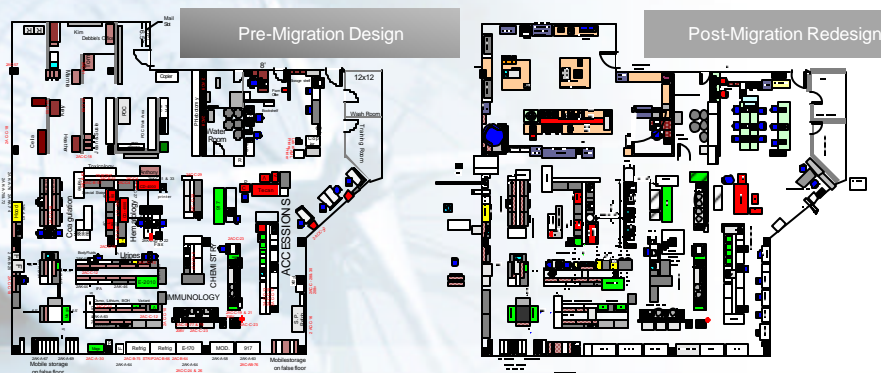
Case Study – Spatial Redesign

Organization: Major Midwestern Medical Center

Project: Laboratory Redesign – Blood Bank Migration and Process Redesign

Goal and Outcome:

- Develop and deploy revised laboratory spatial design to accommodate blood bank services



Inter-disciplinary Process Optimization Opportunities

- ED to physician Turnaround Time
- Operating Room Turnaround Time
- Pyxis inventory variances
- Supply variances in pediatric OR
- Neurotrama speed to MRI
- Response to patient call lights in Long Term Acute Care
- IT Department resource procurement
- Insurance processing
- Admission/Discharge Turnaround Time
- Time to Cardiovascular Lab admission
- Inter laboratory courier service
- Microbiology processing
- Phlebotomy productivity
- Specimen transport from floor to lab
- Routine results turnaround time
- Preadmission testing
- ED to Lab error reduction
- Early morning diagnostics TAT
- Blood Donor and OP Phlebotomy
- Technical Workflow Optimization

Case Studies – Across the Healthcare Continuum

- Large Integrated Health Network

Full Lean Six Sigma deployment for both executive management and departmental staff, implementation of identified improvement initiatives (eg: reduced supply waste by \$130k/yr in Pediatric OR)
- Univ. Medical Center

Full Lean Six Sigma deployment for the medical center quality department personnel and implementation of identified improvement initiatives (eg: reduced door to doctor response to ED patient by 75%, saving 2 ½ hours of patient care time)
- Large Regional Hospital

Focused ProcessExpressSM engagement to improve phlebotomy operations, scheduling and overall TAT (eg: improved draws/FTE by 30% and redeployed resources through cross training)
- Bio-Pharmaceutical Organization

Lean operational improvement initiative to reduce waste, reduce documentation overhead and improve product TAT (eg: improved product turnaround time to customers by 64%)
- Regional Laboratory

Lean laboratory redesign for migrated blood bank operations, Lean Six Sigma training and project coaching for multiple initiatives (eg: reduced annual operating expenses by over \$250k/year)
- Community Medical Center

Lean Six Sigma assessment and mapping effort with focused ProcessExpressSM initiative around patient sample collection & handling (eg: improved AM TAT to 99%, 100% within 2.5 hours for routines)

Lessons Learned

Keys to Successful Inter-disciplinary Teams



Questions?
Comments?



Thank You

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